TELEMARKETING
1990

A REPORT ON TELEMARKETING AS AN
INDUSTRIAL DEVELOPMENT OPPORTUNITY
FOR NEW BRUNSWICK

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EXECUTIVE SUMMARY

Executive Summary

Introduction: **Telemarketing is the use of the telephone to purchase or sell products and services or to obtain or give information. In an increasingly information dependent world, telemarketing will continue to be a leading growth industry.**

Recognizing the potential in this growth industry, a working group of Commerce & Technology and NBTel personnel examined New Brunswick as a possible location for the industry.

Key Findings: In addition, New Brunswick has the opportunity to become the first province in Canada to promote itself as a telemarketing center, thus gaining strategic advantage and an image as being progressive in the telemarketing area. **This study concluded that there is significant potential to develop the telemarketing industry in New Brunswick.** Using a cost model, the study determined that New Brunswick is:

1) **the most economical location for an Atlantic Canada regional telemarketing center, both inbound and outbound;**

2) **the most economical location for a combined Atlantic and Western Canada regional inbound telemarketing center;**

3) **in a photo finish with Toronto as the most economical location for a national inbound telemarketing center.**

The work group believes that -- because of important factors which were not built into the cost model -- **New Brunswick can offer the additional advantages of:**

1) **An available quality workforce.**
2) **A bilingual labour force.**
3) **Affordable housing.**
4) **A high quality of life.**

There is also an opportunity to take the lead in telemarketing education, further enhancing New Brunswick's attractiveness as a telemarketing location. Organized telemarketing education programming is virtually non-existent in Canada but highly developed in the U.S.

Recommendations: **It is recommended that the Government of New Brunswick, working in conjunction with NBTel, pursue a plan of action to position New Brunswick as a telemarketing location.** This promotion would consist of efforts internal and external to New Brunswick.

Internal Efforts would have a primarily educational emphasis:

a) Establish a telemarketing program at the Community College level to train employees and managers.

b) Supplement university direct marketing programs with telemarketing components.

c) Educate business on the importance and potential benefits of using telemarketing as a marketing tool.

d) Educate the public as to what is telemarketing, and what we are trying to achieve in promoting it within New Brunswick.

e) Sponsor world class seminars in New Brunswick on telemarketing.

f) Recognize the telemarketing industry to be eligible for incentives and services from government.

External Efforts would consist of a combination of marketing activities to attract targeted telemarketing organizations to New Brunswick locations:

a) Participation in an official telemarketing location launch at the March 22 & 23, 1990, TELE-MARKETPLACE trade show in Toronto.

b) Creation and placement of media advertising.

c) Creation of a promotional package.

d) Media focus on this activity i.e. articles; interviews in trade magazines.

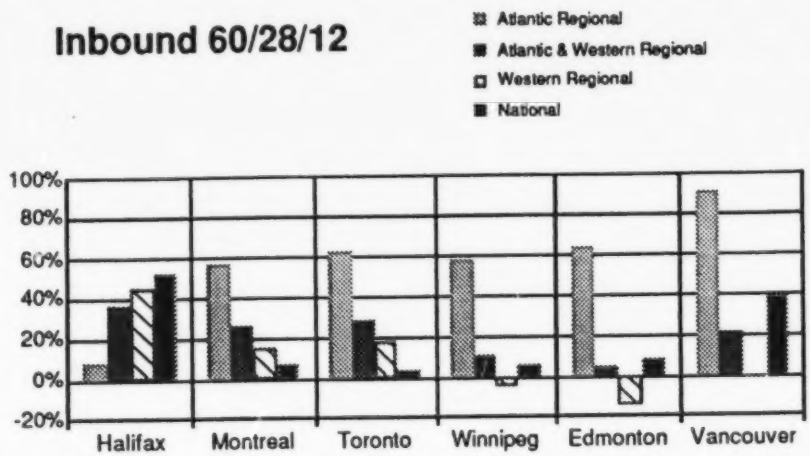
e) Installation of an 800 number to service enquiries.

f) Lobby the federal government for decentralization of telemarketing sections/activities of various departments to be relocated or established in New Brunswick.

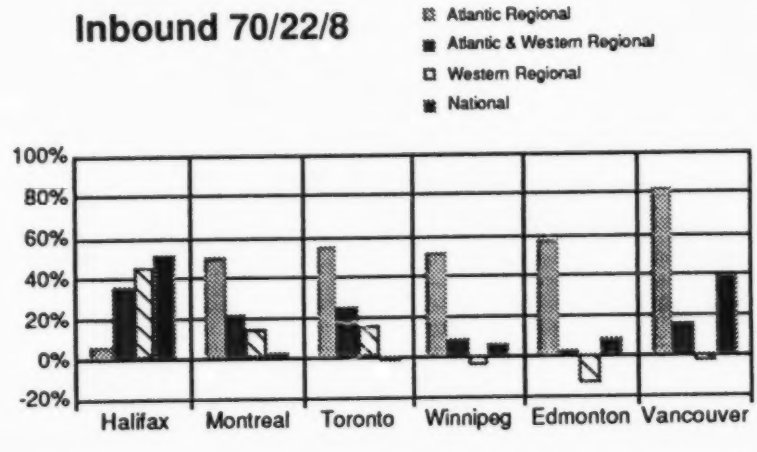
g) Investigate the possibilities as a telemarketing location for the United States.

h) Investigate the potential of New Brunswick being a Central Telemarketing hub servicing Europe and North America.

Inbound 60/28/12



Inbound 70/22/8



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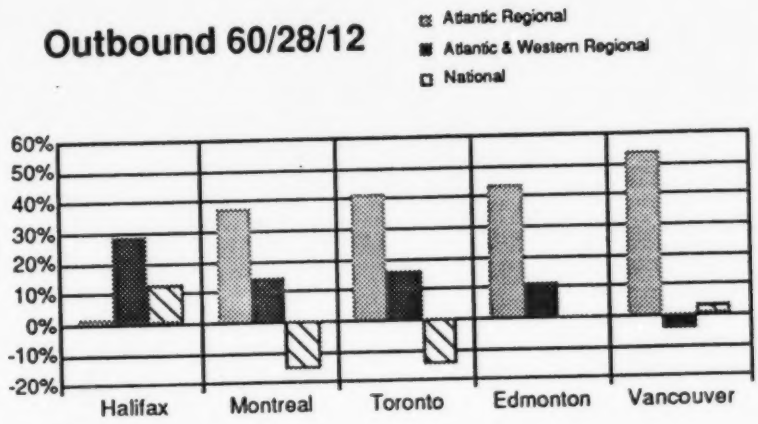
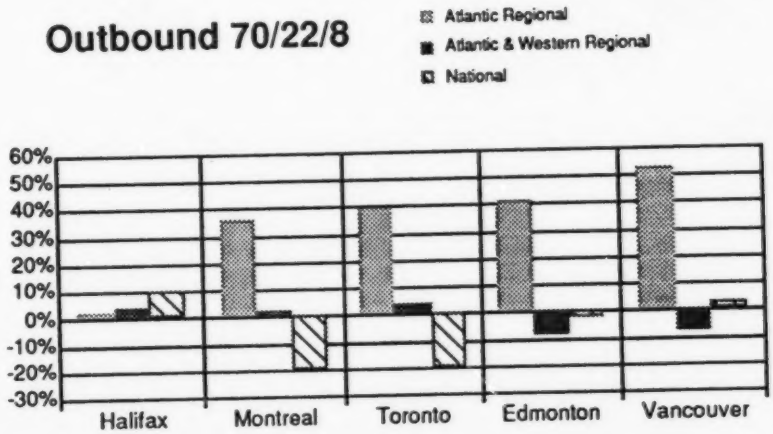


Outbound 70/22/8



FULL REPORT

Purpose of Report:

In the summer of 1989 a working group was formed of employees from the provincial Department of Commerce & Technology and NBTel. The task of this group was to explore telemarketing opportunities for New Brunswick.

More specifically the group was to:

1) determine the key locational factors affecting telemarketing development

2) assess New Brunswick's comparative advantages in these factors and

3) recommend specific initiatives, where appropriate, to pursue telemarketing investment in the Province.

This report describes the methodology, findings and recommendations of the working group.

What is Telemarketing?

Telemarketing is a growing form of direct marketing whose definition is not found yet in most dictionaries. AT & T defines it as follows: Telemarketing is the integrated and systematic application of telecommunications, information and management systems to optimize the marketing communications mix used by a company to reach its customers. It retains personalized customer interaction while simultaneously attempting to better meet customers' needs and improve cost effectiveness.

More simply, and for the purposes of this report, telemarketing is defined as the use of the telephone to purchase or sell products and services or to obtain or give information.

Telemarketing thus encompasses both inbound and outbound calls. "Inbound" telemarketing enable customers to call companies to place orders or get product and service information. "Outbound" telemarketing let companies call customers, and potential customers, to inform them of offers that may be of interest to them and to provide service information.

Contrary to the popular conception of telemarketing as 800 numbers to sell TV advertised merchandise it is obvious telemarketing is much larger than that. In fact, an estimated 80% of telemarketing activities is business to business calls.

Here are some telemarketing applications:

order processing	qualifying leads and making appointments
customer service	introducing new products
direct sales	fund raising or membership drives
reservation center	subscription renewals
after market sales	stimulating ad campaigns
market research	sales support

Growth of Telemarketing:

Telemarketing can be traced back at least to the 1920's but its recent rapid growth is bringing it into the public eye. In 1988, it was estimated that 250,000 Canadians worked directly in telemarketing and that number is predicted to quadruple by the year 2000.

The three phenomena which have had a major impact on the growth of telemarketing are technological advances in computers and telecommunications; the widespread use of credit cards; and social adjustments which led to the women's movement and smaller, time-conscious households. Other forces that made the telemarketing discipline possible and desirable to implement were the need for energy conservation, rising costs of sales and advertising , and competitive demands and larger markets.

Telemarketing is well established in the United States where it has been fuelled as well as by deregulation of the telephone industry. Iowa and Nebraska have been particularly successful in attracting telemarketing development. Iowa actively promotes its location and offers favourable industry incentives. Nebraska attracted a proportionally high percentage of reservation centres to the Omaha area when it offered the lowest 800 costs in the U.S.

In Canada, telemarketing is relatively new and, without deregulation, remains significantly more expensive. To date, no area has emerged to promote itself as the centre for the telemarketing industry. New Brunswick has an opportunity to be the first location to actively promote itself to the industry as having a favourable business climate for telemarketing.

It should be recognized that telemarketing activities in Canada traditionally have been located close to a business' head office and quite often this has meant Toronto. While the volume of calls from the metropolitan area still favors Toronto with lower telecommunications costs, other factors weigh against that location. Coupled with low unemployment rates (labour availability) are high turnover and wage rates, there is the high cost of living (especially real estate) for employer and employee alike. The choice of Moncton as the location for the main Canada-U.S. reservation service for VIA is a reflection that New Brunswick can offer a competitive location with good people.

Lastly, with advancing telecommunications equipment, lowering telecommunications rate and more flexible service, it is no longer as important for a telemarketing firm or division to be located near the head office. With the coming on stream of single number 800 service, companies will be able to advertise nationally one number, yet have it answered in regional centres depending on the originating location of the call. This could be an effective tool in promoting New Brunswick as a regional telemarketing centre.

Methodology:

Thus far a number of possible factors affecting telemarketing in general and its location in New Brunswick have been mentioned. But how was the importance of various factors assessed?

Initially a review of literature on telemarketing was undertaken to determine what others have found to be the critical factors. This was coupled with a look at how other locations such as Iowa and Nebraska were selling themselves to the industry. From this analysis it became obvious that the largest and therefore most important cost factors are telecommunications rates and employee wages, salaries and benefits. Other factors such as neutral accents were identified as well. Next a brainstorming session was held to consider any other factors that could be brought to mind.

Subsequently, telephone surveys were undertaken of several telemarketing operations across Canada to confirm the importance of the factors. In the end it was determined that two types of factors needed to be assessed; cost factors and non-costed factors. Findings on these factors will be discussed in the next section

Based on the information gathered to date and on the experience of NBTel with telemarketing operations a basic cost model was formulated. This model can be found in Appendix 1. The purpose of the model was to compare the overall costs of operating a telemarketing centre in various points across Canada serving various markets throughout Canada and the US. The Canadian markets for which costs were established were Atlantic (provinces), Atlantic & Western, Western and National. The model included both inbound and outbound telecommunications costs, as well as wages/salaries, employee benefits, rent and electricity.

More specifically the telecommunications costs were generated by NBTel based on rates encompassing all available toll services throughout Canada. The rates are those effective as of the beginning of December, 1989 and include all applicable taxes. Two different customer call profiles were used with a heavy calling concentration in Central Canada as well as a strong volume spread across the Western Provinces. The more likely call profile is 70% Central/22% Western/8% Atlantic while the 60%/28%/12% distribution was computed as well for sensitivity analysis. Appendix 2 contains data on the telecommunications costs including anticipated hours of calls from various markets and estimated numbers of lines to serve the markets. These volumes of calls were also used as the basis for estimating office space and personnel requirements.

Labour costs were based on a sample of cross-Canada wage rates provided by the federal Public Service Staff Relations Board for occupations similar to those in telemarketing operations. These wage rates, which can be referenced in Appendix 3, were combined with the estimated staff requirements for each market area.

Rent and electricity were similarly based on the office requirements for the different markets combined with local rates of space rental and electricity.

Findings:

Costed Factors

What conclusions can be drawn from the cost model? Quite simply New Brunswick can indeed be competitive in this fast growing industry particularly for inbound (1-800) calls. New Brunswick is:

1) the most economical location for an Atlantic Canada regional Telemarketing center, both inbound and outbound;

2) the most economical location for an Atlantic and Western Canada regional inbound telemarketing center;

3) in a photo finish with Toronto as the most economical location for a national inbound telemarketing center.

The following table summerizes New Brunswick's cost advantage (disadvantage) over other Canadian centres for the various markets. Actual costs and details can be examined in Appendix 1.

NEW BRUNSWICK PERCENT COST ADVANTAGE (-DISADVANTAGE)

Inbound (1)	Halifax	Montreal	Toronto	Winnipeg	Edmonton	Vancouver
Atlantic Regional	5.9%	49.5%	54.6%	51.5%	56.8%	82.2%
Atlantic & Western Regional	35.9%	21.4%	25.2%	8.6%	2.5%	16.3%
Western Regional	44.7%	14.6%	15.5%	-5.0%	-14.7%	-3.5%
National	51.6%	2.5%	-2.2%	5.6%	8.0%	39.1%
Outbound (2)						
Atlantic Regional	1.7%	36.1%	39.2%	40.2%	40.5%	52.7%
Atlantic & Western Regional	3.6%	1.7%	3.7%	-3.1%	-8.2%	-7.5%
Western Regional	5.3%	-7.0%	-6.0%	-15.1%	-22.0%	-23.1%
National	10.2%	-19.9%	-20.4%	-0.8%	-2.6%	3.0%

(1) Receiving calls originating from a specific market area
(eg Atlantic Regional would handle calls coming from the Atlantic Provinces only).
(2) Calling to a specific market area
(eg National means calls to anywhere in Canada).

For an inbound (1-800) service covering the Atlantic Canada market, New Brunswick's significant cost advantages over the non-Maritime centres results from its lower wage and telecommunication costs. In the case of competition with Halifax, New Brunswick's advantage derives almost entirely from its lower phone charges. For the Atlantic and Western markets combined New Brunswick has large cost savings, again principally due to lower wage and phone costs. For the national market Toronto's slight advantage in telecommunication costs are just about offset by lower New Brunswick personnel and office rental costs.

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Accordingly, it is unlikely that national companies could be persuaded to move national facilities from Toronto to New Brunswick if they are not considering a move in the first place. However, if they are considering a move or the establishment of a new national service, New Brunswick should be considered as a good potential location. Where a company decides to regionalize its service or establish a regional office (perhaps because of the new single number 1-800 service) New Brunswick is clearly the best location. Good performance of a regional office can be a base on which to go after the national market.

As for the outbound service, telecommunication costs appear to be much more distance sensitive. Thus while New Brunswick is the lowest cost location to cover Atlantic Canada market, it loses this advantage when the market area is broadened to cover the rest of Canada. With respect to costed factors. New Brunswick is not as competitive for the outbound telemarketing business as for the inbound business. The availability in New Brunswick of direct marketing services to support telemarketing operations does however help to improve the Province's competitive position.

As part of the analysis, varying costs were plugged into the model. This was done both to determine the sensitivity of the conclusions to changes in costs and also to give an indication of a longer range outlook. Accordingly, telecommunications costs were reduced 25% across the board while all other costs (wages, etc.) were increased 25% in all locations to reflect possible changes.

When both these sets of changes are made simultaneously, it has a modest impact on the conclusions. Using the most likely call distribution (70/22/8), New Brunswick is still the most economical location for an Atlantic Canada regional centre both inbound and outbound. It remains competitive for inbound service for the Atlantic/ Western regional market and the national market.

On the one hand, if only the reduced telecommunications costs (-25%) are run through the model, New Brunswick's position deteriorates. On the other hand, if the other costs are changed (+25%), while holding telecommunication costs constant, New Brunswick's position improves significantly.

It should be noted that a comparison of telephone costs was made for each of the Canadian locations serving a US market. However, it should be noted that the comparison was based on a limited number of calls (225 hours/month) split equally amongst New York, Chicago and Los Angeles exchanges. A full cost model including wages, rent, etc. was not developed for this sample thus it is not possible to say how a New Brunswick location woulb fare overall. Nevertheless, for phone calls, it was the least expensive Canadian centre for outbound calls while placing amongst the better Canadian centres regarding inbound (1-800) service.

Non-Costed Factors

As noted in the methodology there were other factors which were examined as part of the exercise but which could not be built into the cost model at this time. Appendix 5 lists the various non-costed factors which were considered. On the basis of the review it is believed that New Brunswick has an advantage in several important factors and is not at a disadvantage in several others.

Labour related factors again proved to be important in the location of telemarketing centres. Here, New Brunswick has an available labour market pool of high quality. That is to say, starting salaries for telemarketers are more likely to attract new university graduates in New Brunswick than in Toronto. Moreover New Brunswick has the advantage of having approximately 30% of its population able to speak both official languages. A review of labour stability also showed New Brunswick over a period of several years has had an excellent record in terms of little time lost due to strikes and other labour disruptions.

Telephone related factors were also important beyond the rates charged. New Brunswick can offer state of the art telecommunications facilities. The Province ranks amongst Canadian leaders in areas such as fibre optic deployment, digital switching and ISDN trials.

Other factors where New Brunswick comes up positive are the cost of living (housing) and in the quality of life.

Amongst factors where the Province has no clearly perceived advantage but where it also is not at a disadvantage is the very important area of training. To date, it appears no Canadian location has focussed on this factor. Although organized telemarketing education programming is highly developed in the United States, it is virtually non-existent in Canada. This means that New Brunswick has an opportunity to establish an image for itself of being supportive to industry growth and development.

New Brunswick is also seen to rate neutrally with respect to stable utilities, uniform national postal rates, equipment costs and servicing and accents. Lastly no province has established a name for itself in telemarketing nor have really sought to capitalize on the potential of the industry.

Recommendations:

Based on the findings of the working group, it is recommended that the government of New Brunswick working in conjunction with NBTel pursue a five-year plan of action to position New Brunswick as a Telemarketing location. This promotion would consist of efforts internal and external to New Brunswick.

Internal Efforts would be one primarily of educational emphasis.

a) Establish a Telemarketing Program at the Community College level to train potential employees and managers. NOTE: Few

available Telemarketing educational programs and a lack of skilled telemarketing work force are seen as major problems/ weaknesses in the Canadian Telemarketing Industry.

b) Supplement existing university direct marketing programs with telemarketing components. This might involve the use of quest lecture series.

c) Educate New Brunswick business as to the importance and potential benefits of using telemarketing as a marketing tool. This might be done by holding a series of telemarketing seminars with industry leading experts.

d) Educate the public as to what telemarketing encompasses and what we are trying to achieve in promoting telemarketing within New Brunswick. NOTE: The current public perception of telemarketing is one of annoyance and most likely the carpet cleaning company. Today 80% of telemarketing is done business to business.

e) Sponsor world class seminars on telemarketing in New Brunswick in support of local entrepreneurs, students and telemarketing operations. The seminars would also function as a promotional tool which would be offered to the Canadian telemarketing industry.

f) Recognize the telemarketing industry to be eligible for incentives and services from government.

External Efforts would consist of a combination of marketing activities to lure targeted telemarketing organizations to New Brunswick locations.

a) Participation in an official Telemarketing Location Launch at the March 22 & 23, 1990 TELE-MARKETPLACE trade show in Toronto.

b) Creation and placement of media advertising.

c) Creation and maintainance of a promotional package.

d) Media focus on this activity i.e. articles; interviews in trade magazines.

e) Installation of an 800 number to service enquiries.

f) Lobby the federal government for decentralization of telemarketing sections/activities of various departments to be relocated or established in New Brunswick.

g) Investigate the possibilities as a telemarketing location for the United States.

h) Investigate the potential of New Brunswick being a Central Telemarketing hub servicing Europe and North America.

APPENDIX 1

TOTAL COST MODELS

Cost comparisons of operating an Inbound Telemarketing centre in various locations across Canada for various markets assuming various distributions and volumes of calls

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60/28/12 and 70/22/8 represents the calling distribution across Canada with the percent of calls originating from Central/Western/Atlantic regions.

December 1989

Table 1

New Brunswick's percent cost advantage for Inbound Telemarketing Centre

Inbound 60/28/12	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Atlantic Regional	–	8.0%	56.5%	62.2%	63.2%	91.0%
Atlantic & Western Regional	–	35.7%	25.4%	27.8%	3.8%	20.8%
Western Regional	–	44.5%	15.5%	17.0%	-14.8%	-1.3%
National	–	51.2%	6.5%	2.6%	7.5%	38.2%
Inbound 70/22/8						
Atlantic Regional	–	5.9%	49.5%	54.6%	56.8%	82.2%
Atlantic & Western Regional	–	35.9%	21.4%	25.2%	2.5%	16.3%
Western Regional	–	44.7%	14.6%	15.5%	-14.7%	-3.5%
National	–	51.6%	2.5%	-2.2%	8.0%	39.1%

Table 2

New Brunswick's annual dollar cost advantage for Inbound Telemarketing Centre

Inbound 60/28/12	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Atlantic Regional	–	$21,733	$152,852	$168,241	$171,136	$246,211
Atlantic & Western Regional	–	$398,471	$283,437	$310,367	$42,717	$232,780
Western Regional	–	$113,724	($132,981)	($120,598)	($391,290)	($276,634)
National	–	$1,396,508	$177,795	$70,199	$204,994	$1,042,227
Inbound 70/22/8						
Atlantic Regional	–	$12,237	$102,572	$113,196	$117,760	$170,445
Atlantic & Western Regional	–	$299,059	$177,886	$210,154	$20,869	$135,609
Western Regional	–	$289,319	$94,675	$100,697	($95,252)	($22,507)
National	–	$1,419,452	$70,167	($60,337)	$220,210	$1,076,643

Table 3

Total cost comparison for Inbound Telemarketing Centre

Inbound 60/28/12	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Atlantic Regional	$270,623	$292,355	$423,475	$438,864	$441,759	$516,833
Atlantic & Western Regional	$1,117,478	$1,515,948	$1,400,915	$1,427,845	$1,160,195	$1,350,258
Western Regional	$852,295	$1,231,201	$984,497	$996,880	$726,188	$840,844
National	$2,727,314	$4,123,822	$2,905,109	$2,797,512	$2,932,308	$3,769,541
Inbound 70/22/8						
Atlantic Regional	$207,360	$219,597	$309,932	$320,556	$325,120	$377,805
Atlantic & Western Regional	$832,699	$1,131,757	$1,010,585	$1,042,852	$853,568	$968,308
Western Regional	$647,623	$936,942	$742,298	$748,319	$552,370	$625,115
National	$2,753,390	$4,172,842	$2,823,557	$2,693,052	$2,973,600	$3,830,033

Table 4

Detailed cost comparison for Inbound Atlantic Centre

Inbound 60/28/12	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
C>Telecomunications	$133,200	$150,036	$267,300	$278,904	$297,300	$359,07
A>Wages & salaries	$101,235	$101,682	$113,650	$115,330	$103,146	$114,336
Employee benefits	$25,309	$25,421	$28,413	$28,833	$25,787	$28,584
Rent	$8,400	$11,970	$12,600	$13,500	$12,780	$12,900
B>Electricity	$2,479	$3,247	$1,512	$2,297	$2,746	$1,937
Total Costs	**$270,623**	**$292,355**	**$423,475**	**$438,864**	**$441,759**	**$516,833**
New Brunswick's Annual Cost Advantage		**$21,733$ 8.0%**	**152,852 56.6%**	**$168,241 62.2%**	**$171,136 63.2%**	**$246,211 91.0%**

Details and Assumptions	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Wages & salaries						
Clerk 1's (telemarketers)	5	5	5	5	5	5
Annual salary	$16,174	$16,280	$18,066	$18,572	$16,255	$18,145
Clerk 3's (supervisors)	1	1	1	1	1	1
Annual salary	$20,365	$20,282	$23,320	$22,470	$21,871	$23,611
Clerk 5's (manager)	0	0	0	0	0	0
Annual salary	$25,804	$24,787	$26,687	$28,344	$28,744	$27,621
Typist 1's	0	0	0	0	0	0
Annual salary	$16,184	$16,184	$18,059	$20,097	$17,200	$19,004
Rent						
Square Feet Required	600	600	600	600	600	600
Cost/Square Foot	$14.00	$19.95	$21.00	$22.50	$21.30	$21.50

Footnotes

A>Statistics from the Public Service Staff Relations Board .
B>Based on all electric service using 40 KW - 2,857 KWH/Mon.
C>Based on 480 hours/month of calls.

Table 5

Detailed cost comparison for Inbound Atlantic /Western Centre

Inbound 60/28/12	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
C>Telecomunications	$688,872	$1,075,620	$919,224	$930,180	$712,692	$863,544
A>Wages & salaries	$321,127	$321,829	$357,129	$366,538	$326,950	$359,697
Employee benefits	$80,282	$80,457	$89,282	$91,635	$81,738	$89,924
Rent	$21,000	$29,925	$31,500	$33,750	$31,950	$32,250
B>Electricity	$6,197	$8,117	$3,780	$5,743	$6,866	$4,843
Total Costs	**$1,117,478**	**$1,515,948**	**$1,400,915**	**$1,427,845**	**$1,160,195**	**$1,350,258**
New Brunswick 's Annual Cost Advantage		**$398,471 35.7%**	**$283,437 25.4%**	**$310,367 27.6%**	**$42,717 3.8%**	**$232,780 20.8%**

Details and Assumptions	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Wages & salaries						
Clerk 1's (telemarketers)	17	17	17	17	17	17
Annual salary	$16,174	$16,280	$18,066	$18,572	$16,255	$18,145
Clerk 3's (supervisors)	1	1	1	1	1	1
Annual salary	$20,365	$20,282	$23,320	$22,470	$21,871	$23,611
Clerk 5's (manager)	1	1	1	1	1	1
Annual salary	$25,804	$24,787	$26,687	$28,344	$28,744	$27,621
Typist 1's	0	0	0	0	0	0
Annual salary	$16,184	$16,184	$18,059	$20,097	$17,200	$19,004
Rent						
Square Feet Required	1500	1500	1500	1500	1500	1500
Cost/Square Foot	$14.00	$19.95	$21.00	$22.50	$21.30	$21.50

Footnotes

A>Statistics from the Public Service Staff Relations Board .
B>Based on all electric service using 40 KW - 7,143 KWH/Mon.
C>Based on 1,600 hours/month of calls.

Table 6

Detailed Cost Comparison for Inbound WesternCentre

Inbound 60/28/12	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
C>Telecomunications	$555,672	$925,584	$651,924	$651,276	$415,380	$504,468
A>Wages & salaries	$219,892	$220,147	$243,479	$251,208	$223,804	$245,361
Employee benefits	$54,973	$55,037	$60,870	$62,802	$55,951	$61,340
Rent	$16,800	$23,940	$25,200	$27,000	$25,560	$25,800
B>Electricity	$4,958	$6,494	$3,024	$4,594	$5,493	$3,874
Total Costs	**$852,295**	**$1,231,201**	**$984,497**	**$996,880**	**$726,188**	**$840,844**
New Brunswick's Annual Cost Advantage		**$113,724 44.5%**	**($132,981) 15.5%**	**($120,598) 17.0%**	**($391,290) -14.8%**	**($276,634) -1.3%**

Details and Assumptions	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Wages & salaries						
Clerk 1's (telemarketers)	12	12	12	12	12	12
Annual salary	$16,174	$16,280	$18,066	$18,572	$16,255	$18,145
Clerk 3's (supervisors)	0	0	0	0	0	0
Annual salary	$20,365	$20,282	$23,320	$22,470	$21,871	$23,611
Clerk 5's (manager)	1	1	1	1	1	1
Annual salary	$25,804	$24,787	$26,687	$28,344	$28,744	$27,621
Typist 1's	0	0	0	0	0	0
Annual salary	$16,184	$16,184	$18,059	$20,097	$17,200	$19,004
Rent						
Square Feet Required	1200	1200	1200	1200	1200	1200
Cost/Square Foot	$14.00	$19.95	$21.00	$22.50	$21.30	$21.50

Footnotes

A>Statistics from the Public Service Staff Relations Board .
B>Based on all electric service using 40 KW - 5,714 KWH/Mon.
C>Based on 1,120 hours/month of calls.

Table 7

Detailed Cost Comparison for Inbound National Centre

Inbound 60/28/12	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
C>Telecomunications	$1,777,140	$3,154,644	$1,838,184	$1,696,896	$1,953,108	$2,693,052
A>Wages & salaries	$729,678	$732,735	$814,026	$836,261	$739,886	$819,647
Employee benefits	$182,420	$183,184	$203,507	$209,065	$184,972	$204,91
Rent	$29,400	$41,895	$44,100	$47,250	$44,730	$45,150
B>Electricity	$8,676	$11,364	$5,292	$8,040	$9,612	$6,780
Total Costs	**$2,727,314**	**$4,123,822**	**$2,905,109**	**$2,797,512**	**$2,932,308**	**$3,769,541**
New Brunswick's Annual Cost Advantage		**$1,396,508 51.2%**	**$177,795 6.5%**	**$70,199 2.6%**	**$204,994 7.5%**	**$1,042,227 38.2%**

Details and Assumptions	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Wages & salaries						
Clerk 1's (telemarketers)	40	40	40	40	40	40
Annual salary	$16,174	$16,280	$18,066	$18,572	$16,255	$18,145
Clerk 3's (supervisors)	2	2	2	2	2	2
Annual salary	$20,365	$20,282	$23,320	$22,470	$21,871	$23,611
Clerk 5's (manager)	1	1	1	1	1	1
Annual salary	$25,804	$24,787	$26,687	$28,344	$28,744	$27,621
Typist 1's	1	1	1	1	1	1
Annual salary	$16,184	$16,184	$18,059	$20,097	$17,200	$19,004
Rent						
Square Feet Required	2100	2100	2100	2100	2100	2100
Cost/Square Foot	$14.00	$19.95	$21.00	$22.50	$21.30	$21.50

Footnotes

A>Statistics from the Public Service Staff Relations Board .
B>Based on all electric service using 40 KW - 10,000 KWH/Mon.
C>Based on 4,000 hours/month of calls.

Table 8

Detailed Cost Comparison for Inbound Atlantic Centre

Inbound 60/28/12	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
C>Telecomunications	$91,968	$100,164	$178,692	$186,444	$203,568	$240,036
A>Wages & salaries	$85,061	$85,402	$95,584	$96,758	$86,891	$96,191
Employee benefits	$21,265	$21,351	$23,896	$24,190	$21,723	$24,048
Rent	$7,000	$9,975	$10,500	$11,250	$10,650	$10,750
B>Electricity	$2,066	$2,706	$1,260	$1,914	$2,289	$6,780
Total Costs	**$207,360**	**$219,597**	**$309,932**	**$320,556**	**$325,120**	**$377,805**
New Brunswick's Annual Cost Advantage		**$12,237**	**$102,572**	**$113,196**	**$117,760**	**$170,445**
		5.9%	**49.5%**	**54.6%**	**56.8%**	**82.2%**

Details and Assumptions	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Wages & salaries						
Clerk 1's (telemarketers)	4	4	4	4	4	4
Annual salary	$16,174	$16,280	$18,066	$18,572	$16,255	$18,145
Clerk 3's (supervisors)	1	1	1	1	1	1
Annual salary	$20,365	$20,282	$23,320	$22,470	$21,871	$23,611
Clerk 5's (manager)	0	0	0	0	0	0
Annual salary	$25,804	$24,787	$26,687	$28,344	$28,744	$27,621
Typist 1's	0	0	0	0	0	0
Annual salary	$16,184	$16,184	$18,059	$20,097	$17,200	$19,004
Rent						
Square Feet Required	500	500	500	500	500	500
Cost/Square Foot	$14.00	$19.95	$21.00	$22.50	$21.30	$21.50

Footnotes

A>Statistics from the Public Service Staff Relations Board .
B>Based on all electric service using 40 KW - 2,381 KWH/Mon.
C>Based on 320 hours/month of calls.

Table 9

Detailed Cost Comparison for Inbound Atlantic/Western Centre

Inbound 60/28/12	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
C>Telecomunications	$536,076	$826,140	$678,012	$697,248	$542,760	$631,932
A>Wages & salaries	$219,892	$220,147	$243,479	$251,208	$223,804	$245,361
Employee benefits	$54,973	$55,037	$60,870	$62,802	$55,951	$61,340
Rent	$16,800	$23,940	$25,200	$27,000	$25,560	$25,800
B>Electricity	$4,958	$6,494	$3,024	$4,594	$5,493	$3,874
Total Costs	**$832,699**	**$1,131,757**	**$1,010,585**	**$1,042,852**	**$853,568**	**$968,308**
New Brunswick's Annual Cost Advantage		**$299,059**	**$177,886**	**$210,154**	**$20,869**	**$135,609**
		35.9%	**21.4%**	**25.2%**	**2.5%**	**16.3%**

Details and Assumptions	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Wages & salaries						
Clerk 1's (telemarketers)	12	12	12	12	12	12
Annual salary	$16,174	$16,280	$18,066	$18,572	$16,255	$18,145
Clerk 3's (supervisors)	0	0	0	0	0	0
Annual salary	$20,365	$20,282	$23,320	$22,470	$21,871	$23,611
Clerk 5's (manager)	1	1	1	1	1	1
Annual salary	$25,804	$24,787	$26,687	$28,344	$28,744	$27,621
Typist 1's	0	0	0	0	0	0
Annual salary	$16,184	$16,184	$18,059	$20,097	$17,200	$19,004
Rent						
Square Feet Required	1200	1200	1200	1200	1200	1200
Cost/Square Foot	$14.00	$19.95	$21.00	$22.50	$21.30	$21.50

Footnotes

A>Statistics from the Public Service Staff Relations Board .
B>Based on all electric service using 40 KW - 5,714 KWH/Mon.
C>Based on 1,200 hours/month of calls.

Table 10

Detailed Cost Comparison for Inbound Western Centre

Inbound 70/22/8	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
C>Telecomunications	$444,108	$725,964	$511,320	$510,816	$339,192	$391,896
A>Wages & salaries	$149,757	$150,522	$167,848	$171,046	$151,911	$168,771
Employee benefits	$37,439	$37,631	$41,962	$42,762	$37,978	$42,193
Rent	$12,600	$17,955	$18,900	$20,250	$19,170	$19,350
B>Electricity	$3,718	$4,870	$2,268	$3,446	$4,119	$2,906
Total Costs	**$647,623**	**$936,942**	**$742,298**	**$748,319**	**$552,370**	**$625,115**
New Brunswick's		**$289,319**	**$94,675**	**$100,697**	**($95,252)**	**($22,507)**
Annual Cost Advantage		**44.7%**	**14.6%**	**15.5%**	**-14.7%**	**-3.5%**

Details and Assumptions	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Wages & salaries						
Clerk 1's (telemarketers)	8	8	8	8	8	8
Annual salary	$16,174	$16,280	$18,066	$18,572	$16,255	$18,145
Clerk 3's (supervisors)	1	1	1	1	1	1
Annual salary	$20,365	$20,282	$23,320	$22,470	$21,871	23,611
Clerk 5's (manager)	0	0	0	0	0	0
Annual salary	$25,804	$24,787	$26,687	$28,344	$28,744	$27,621
Typist 1's	0	0	0	0	0	0
Annual salary	$16,184	$16,184	$18,059	$20,097	$17,200	$19,004
Rent						
Square Feet Required	900	900	900	900	900	900
Cost/Square Foot	$14.00	$19.95	$21.00	$22.50	$21.30	$21.50

Footnotes

A>Statistics from the Public Service Staff Relations Board .
B>Based on all electric service using 40 KW - 4,286 KWH/Mon.
C>Based on 880 hours/month of calls.

Table 11

Detailed Cost Comparison for Inbound National Centre

Inbound 70/22/8	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
C>Telecomunications	$1,803,216	$3,203,664	$1,756,632	$1,592,436	$1,994,400	$2,753,544
A>Wages & salaries	$729,678	$732,735	$814,026	$836,261	$739,886	$819,647
Employee benefits	$182,420	$183,184	$203,507	$209,065	$184,972	$204,912
Rent	$29,400	$41,895	$44,100	$47,250	$44,730	$45,150
B>Electricity	$8,676	$11,364	$5,292	$8,040	$9,612	$6,780
Total Costs	**$2,753,390**	**$4,172,842**	**$2,823,557**	**$2,693,052**	**$2,973,600**	**$3,830,033**
New Brunswick's Annual Cost Advantage		**$1,419,452**	**$70,167**	**($60,337)**	**$220,210**	**$1,076,643**
		51.6%	**2.5%**	**-2.2%**	**8.0%**	**39.1%**

Details and Assumptions	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Wages & salaries						
Clerk 1's (telemarketers)	40	40	40	40	40	40
Annual salary	$16,174	$16,280	$18,066	$18,572	$16,255	$18,145
Clerk 3's (supervisors)	2	2	2	2	2	2
Annual salary	$20,365	$20,282	$23,320	$22,470	$21,871	23,611
Clerk 5's (manager)	1	1	1	1	1	1
Annual salary	$25,804	$24,787	$26,687	$28,344	$28,744	$27,621
Typist 1's	1	1	1	1	1	1
Annual salary	$16,184	$16,184	$18,059	$20,097	$17,200	$19,004
Rent						
Square Feet Required	2100	2100	2100	2100	2100	2100
Cost/Square Foot	$14.00	$19.95	$21.00	$22.50	$21.30	$21.50

Footnotes

A>Statistics from the Public Service Staff Relations Board .
B>Based on all electric service using 40 KW - 10,000 KWH/Mon.
C>Based on 4,000 hours/month of calls.

Cost comparisons of operating an Outbound Telemarketing centre in various locations across Canada for various markets assuming various distributions and volumes of calls

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60 /28/12 and 70/22/8 represents the calling distribution across Canada with the percent of calls terminating in Central/Western/Atlantic regions.

December 1989

Table 1

New Brunswick's percent cost advantage for Outbound Telemarketing Centre

Outbound 60/28/12	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Atlantic Regional	–	1.5%	37.8%	41.1%	43.6%	53.6%
Atlantic & Western Regional	–	29.0%	14.0%	16.0%	10.9%	-4.4%
Western Regional	–	6.8%	-5.1%	-3.6%	-19.8%	-21.0%
National	–	12.5%	-15.9%	-15.2%	0.5%	3.6%
Outbound 70/22/8						
Atlantic Regional	–	1.7%	36.1%	39.2%	40.5%	52.7%
Atlantic & Western Regional	–	3.6%	1.7%	3.7%	-8.2%	-7.5%
Western Regional	–	5.3%	-7.0%	-6.0%	-22%	-23.1%
National	–	10.2%	-19.9%	-20.4%	-2.6%	3.0%

Table 2

New Brunswick's annual dollar cost for Outbound Telemarketing Centre

Outbound 60/28/12	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Atlantic Regional	–	$3,853	$95,744	$104,149	$110,572	$135,739
Atlantic & Western Regional	–	$317,771	$153,333	$175,799	$119,397	($48,536)
Western Regional	–	$56,995	$42,926	$30,362	$166,391	$176,607
National	–	$342,308	($435,477)	($415,453)	$12,490	$97,611
Outbound 70/22/8						
Atlantic Regional	–	$3,333	$70,148	$76,212	$78,808	$102,381
Atlantic & Western Regional	–	$28,987	$13,690	$29,566	($66,575)	($60,471)
Western Regional	–	$33,323	($43,937)	($37,771)	($138,584)	($145,363)
National	–	$282,464	($550,533)	($564,601)	($72,890)	$83,775

Table 3

Total cost comparison for Outbound Telemarketing Centre

Outbound 60/28/12	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Atlantic Regional	$253,463	$257,315	$349,207	$357,612	$364,035	$389,201
Atlantic & Western Regional	$1096,622	$1,414,392	$1,249,955	$1,272,421	$1,216,019	$1,048,086
Western Regional	$839,671	$896,665	$796,745	$809,308	$673,280	$663,064
National	$2,733,086	$3,075,394	$2,297,609	$2,317,632	$2,745,576	$2,830,697
Outbound 70/22/8						
Atlantic Regional	$194,436	$197,769	$264,584	$270,648	$273,244	$296,817
Atlantic & Western Regional	$807,943	$836,929	$821,633	$837,508	$741,368	$747,472
Western Regional	$630,631	$663,954	$586,694	$592,859	$492,046	$485,267
National	$2,762,606	$3,045,070	$2,212,073	$2,198,004	$2,689,716	$2,846,381

Table 4

Detailed cost comparison for Outbound Atlantic Centre

Outbound 60/8012	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
C>Telecomunications	$116,040	$114,996	$193,032	$197,652	$219,576	$231,444
A>Wages & salaries	$101,235	$101,682	$113,650	$115,330	$103,146	$114,336
Employee benefits	$25,309	$25,421	$28,413	$28,833	$25,787	$28,584
Rent	$8,400	$11,970	$12,600	$13,500	$12,780	$12,900
B>Electricity	$2,479	$3,247	$1,512	$2,297	$2,746	$1,937
Total Costs	**$253,463**	**$257,315**	**$349,207**	**$357,612**	**$364,035**	**$389,201**
New Brunswick's Annual Cost Advantage		**$3,853 1.5%**	**$95,744 37.8%**	**$104,149 41.1%**	**$110,572 43.6%**	**$135,739 53.6%**

Details and Assumptions	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Wages & salaries						
Clerk 1's (telemarketers)	5	5	5	5	5	5
Annual salary	$16,174	$16,280	$18,066	$18,572	$16,255	$18,145
Clerk 3's (supervisors)	1	1	1	1	1	1
Annual salary	$20,365	$20,282	$23,320	$22,470	$21,871	$23,611
Clerk 5's (manager)	0	0	0	0	0	0
Annual salary	$25,804	$24,787	$26,687	$28,344	$28,744	$27,621
Typist 1's	0	0	0	0	0	0
Annual salary	$16,184	$16,184	$18,059	$20,097	$17,200	$19,004
Rent						
Square Feet Required	600	600	600	600	600	600
Cost/Square Foot	$14.00	$19.95	$21.00	$22.50	$21.30	$21.50

Footnotes

A>Statistics from the Public Service Staff Relations Board.
B>Based on all electric service using 40 KW - 2,857 KWH/Mon.
C>Based on 480 hours/month of calls.

Table 5

Detailed cost comparison for Outbound Atlantic / Western Centre

Outbound 60/80/12	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
C>Telecommunications	$668,016	$974,064	$768,264	$774,756	$768,516	$561,372
A>Wages & salaries	$321,127	$321,829	$357,129	$366,538	$326,950	$359,697
Employee benefits	$80,282	$80,457	$89,282	$91,635	$81,738	$89,924
Rent	$21,000	$29,925	$31,500	$33,750	$31,950	$32,250
B>Electricity	$6,197	$8,117	$3,780	$5,743	$6,866	$4,843
Total Costs	**$1,096,622**	**$1,414,392**	**$1,249,955**	**$1,272,421**	**$1,216,019**	**$1,048,086**
New Brunswick's Annual Cost Advantage		**$317,771 29.0%**	**$153,333 14.0%**	**$175,799 16.0%**	**$119,397 10.9%**	**($48,536) -4.4%**

Details and Assumptions	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Wages & Salaries						
Clerk 1's (telemarketers)	17	17	17	17	17	17
Annual salary	$16,174	$16,280	$18,066	$18,572	$16,255	$18,145
Clerk 3's (supervisors)	1	1	1	1	1	1
Annual salary	$20,365	$20,282	$23,320	$22,470	$21,871	$23,611
Clerk 5's (manager)	1	1	1	1	1	1
Annual salary	$25,804	$24,787	$26,687	$28,344	$28,744	$27,621
Typist 1's	0	0	0	0	0	0
Annual salary	$16,184	$16,184	$18,059	$20,097	$17,200	$19,004
Rent						
Square Feet Required	1500	1500	1500	1500	1500	1500
Cost/Square Foot	$14.00	$19.95	$21.00	$22.50	$21.30	$21.50

Footnotes

A>Statistics from the Public Service Staff Relations Board.
B>Based on all electric service using 40 KW - 7,143 KWH/Mon.
C>Based on 1,600 hours/month of calls.

Table 6

Detailed cost comparison for Outbound Western Centre

Outbound 60/80/12	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
C>Telecomunications	$543,048	$591,048	$464,172	$463,704	$362,472	$326,688
A>Wages & salaries	$219,892	$220,147	$243,479	$251,208	$223,804	$245,361
Employee benefits	$54,973	$55,037	$60,870	$62,802	$55,951	$61,340
Rent	$16,800	$23,940	$25,200	$27,000	$25,560	$25,800
B>Electricity	$4,958	$6,494	$3,024	$4,594	$5,493	$3,874
Total Costs	**$839,671**	**$896,665**	**$796,745**	**$809,308**	**$673,280**	**$663,064**
New Brunswick's Annual Cost Advantage		**$56,995 6.8%**	**($42,926) -5.1%**	**($30,362) -3.6%**	**($166,391) -19.8%**	**($176,607) -21.0%**

Details and Assumptions	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Wages & salaries						
Clerk 1's (telemarketers)	12	12	12	12	12	12
Annual salary	$16,174	$16,280	$18,066	$18,572	$16,255	$18,145
Clerk 3's (supervisors)	0	0	0	0	0	0
Annual salary	$20,365	$20,282	$23,320	$22,470	$21,871	$23,611
Clerk 5's (manager)	1	1	1	1	1	1
Annual salary	$25,804	$24,787	$26,687	$28,344	$28,744	$27,621
Typist 1's	0	0	0	0	0	0
Annual salary	$16,184	$16,184	$18,059	$20,097	$17,200	$19,004
Rent						
Square Feet Required	1200	1200	1200	1200	1200	1200
Cost/Square Foot	$14.00	$19.95	$21.00	$22.50	$21.30	$21.50

Footnotes

A>Statistics from the Public Service Staff Relations Board.
B>Based on all electric service using 40 KW - 5,714 KWH/Mon.
C>Based on 1,120 hours/month of calls.

Table 7

Detailed cost comparison for Outbound National Centre

Outbound 60/80/12	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
C>Telecomunications	$1,782,912	$2,106,216	$1,230,684	$1,217,016	$1,766,376	$1,754,208
A>Wages & salaries	$729,678	$732,735	$814,026	$836,261	$739,886	$819,647
Employee benefits	$182,420	$183,184	$203,507	$209,065	$184,972	$204,912
Rent	$29,400	$41,895	$44,100	$47,250	$44,730	$45,150
B>Electricity	$8,676	$11,364	$5,292	$8,040	$9,612	$6,780
Total Costs	**$2,733,086**	**$3,075,394**	**$2,297,609**	**$2,317,632**	**$2,745,576**	**$2,830,697**
New Brunswick's Annual Cost Advantage		**$342,308**	**($435,477)**	**($415,453)**	**$12,490**	**$97,611**
		12.5%	**-15.9%**	**-15.2%**	**0.5%**	**3.6%**

Details and Assumptions	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Wages & salaries						
Clerk 1's (telemarketers)	40	40	40	40	40	40
Annual salary	$16,174	$16,280	$18,066	$18,572	$16,255	$18,145
Clerk 3's (supervisors)	2	2	2	2	2	2
Annual salary	$20,365	$20,282	$23,320	$22,470	$21,871	$23,611
Clerk 5's (manager)	1	1	1	1	1	1
Annual salary	$25,804	$24,787	$26,687	$28,344	$28,744	$27,621
Typist 1's	1	1	1	1	1	1
Annual salary	$16,184	$16,184	$18,059	$20,097	$17,200	$19,004
Rent						
Square Feet Required	2100	2100	2100	2100	2100	2100
Cost/Square Foot	$14.00	$19.95	$21.00	$22.50	$21.30	$21.50

Footnotes

A>Statistics from the Public Service Staff Relations Board.
B>Based on all electric service using 40 KW - 10,000 KWH/Mon.
C>Based on 4,000 hours/month of calls.

Table 8

Detailed cost comparison for Outbound Atlantic Centre

Outbound 70/22/8	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
C>Telecomunications	$79,044	$78,336	$133,344	$136,536	$151,692	$159,048
A>Wages & salaries	$85,061	$85,402	$95,584	$96,758	$86,891	$96,191
Employee benefits	$21,265	$21,351	$23,896	$24,190	$21,723	$24,048
Rent	$7,000	$9,975	$10,500	$11,250	$10,650	$10,750
B>Electricity	$2,066	$2,706	$1,260	$1,914	2,289	$6,780
Total Costs	**$194,436**	**$197,769**	**$264,584**	**$270,648**	**$273,244**	**$296,817**
New Brunswick's Annual Cost Advantage		**$3,333 1.7%**	**$70,148 36.1%**	**$76,212 39.2%**	**$78.808 40.5%**	**$102,381 52.7%**

Details and Assumptions	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Wages & salaries						
Clerk 1's (telemarketers)	4	4	4	4	4	4
Annual salary	$16,174	$16,280	$18,066	$18,572	$16,255	$18,145
Clerk 3's (supervisors)	1	1	1	1	1	1
Annual salary	$20,365	$20,282	$23,320	$22,470	$21,871	$23,611
Clerk 5's (manager)	0	0	0	0	0	
Annual salary	$25,804	$24,787	$26,687	$28,344	$28,744	$27,621
Typist 1's	0	0	0	0	0	0
Annual salary	$16,184	$16,184	$18,059	$20,097	$17,200	$19,004
Rent						
Square Feet Required	500	500	500	500	500	500
Cost/Square Foot	$14.00	$19.95	$21.00	$22.50	$21.30	$21.50

Footnotes

A>Statistics from the Public Service Staff Relations Board.
B>Based on all electric service using 40 KW - 2,381 KWH/Mon.
C>Based on 320 hours/month of calls.

Table 9

Detailed cost comparisons for Outbound Atlantic/Western Centre

Outbound 70/22/8	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
C>Telecomunications	$511,320	$531,312	$489,060	$491,904	$430,560	$411,096
A>Wages & salaries	$219,892	$220,147	$243,479	$251,208	$223,804	$245,361
Employee benefits	$54,973	$55,037	$60,870	$62,802	$55,951	$61,340
Rent	$16,800	$23,940	$25,200	$27,000	$25,560	$25,800
B>Electricity	$4,958	$6,494	$3,024	$4,594	$5,493	$3,874
Total Costs	**$807,943**	**$836,929**	**$821,633**	**$837,508**	**$741,368**	**$747,472**
New Brunswick's Annual Cost Advantage		**$28,987 3.6%**	**$13,690 1.7%**	**$29,566 3.7%**	**($66,575) -8.2%**	**($60,471) -7.5%**

Details and Assumptions	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Wages & salaries						
Clerk 1's (telemarketers)	12	12	12	12	12	12
Annual salary	$16,174	$16,280	$18,066	$18,572	$16,255	$18,145
Clerk 3's (supervisors)	0	0	0	0	0	0
Annual salary	$20,365	$20,282	$23,320	$22,470	$21,871	$23,611
Clerk 5's (manager)	1	1	1	1	1	1
Annual salary	$25,804	$24,787	$26,687	$28,344	$28,744	$27,621
Typist 1's	0	0	0	0	0	0
Annual salary	$16,184 1	$16,184	$18,059	$20,097	$17,200	$19,004
Rent						
Square Feet Required	1200	1200	1200	1200	1200	1200
Cost/Square Foot	$14.00	$19.95	$21.00	$22.50	$21.30	$21.50

Footnotes

A>Statistics from the Public Service Staff Relations Board.
B>Based on all electric service using 40 KW - 5,714 KWH/Mon.
C>Based on 1,200 hours/month of calls.

Table 10

Detailed cost comparison for Outbound Western Centre

Outbound 70/22/8	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
C>Telecomunications	$427,116	$452,976	$355,716	$355,356	$278,868	$252,048
A>Wages & salaries	$149,757	$150,522	$167,848	$171,046	$151,911	$168,771
Employee benefits	$37,439	$37,631	$41,962	$42,762	$37,978	$42,193
Rent	$12,600	$17,955	$18,900	$20,250	$19,170	$19,350
B>Electricity	$3,718	$4,870	$2,268	$3,446	$4,119	$2,906
Total Costs	**$630,631**	**$663,954**	**$586,694**	**$592,859**	**$492,046**	**$485,267**
New Brunswick's Annual Cost Advantage		**$33,323 5.3%**	**($43,937) -7.0%**	**($37,771) -6.0%**	**($138,584) -22%**	**($145,363) -23.1%**

Details and Assumptions	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Wages & salaries						
Clerk 1's (telemarketers)	8	8	8	8	8	8
Annual salary	$16,174	$16,280	$18,066	$18,572	$16,255	$18,145
Clerk 3's (supervisors)	1	1	1	1	1	1
Annual salary	$20,365	$20,282	$23,320	$22,470	$21,871	$23,611
Clerk 5's (manager)	0	0	0	0	0	0
Annual salary	$25,804	$24,787	$26,687	$28,344	$28,744	$27,621
Typist 1's	0	0	0	0	0	0
Annual salary	$16,184	$16,184	$18,059	$20,097	$17,200	$19,004
Rent						
Square Feet Required	900	900	900	900	900	900
Cost/Square Foot	$14.00	$19.95	$21.00	$22.50	$21.30	$21.50

Footnotes

A>Statistics from the Public Service Staff Relations Board.
B>Based on all electric service using 40 KW - 4,286 KWH/Mon.
C>Based on 880 hours/month of calls.

Table 11

Detailed cost comparison for Outbound National Centre

Outbound 70/22/8	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
C>Telecomunications	$1,812,432	$2,075,892	$1,145,148	$1,097,388	$1,710,516	$1,769,892
A>Wages & salaries	$729,678	$732,735	$814,026	$836,261	$739,886	$819,647
Employee benefits	$182,420	$183,184	$203,507	$209,065	$184,972	$204,912
Rent	$29,400	$41,895	$44,100	$47,250	$44,730	$45,150
B>Electricity	$8,676	$11,364	$5,292	$8,040	$9,612	$6,780
Total Costs	**$2,762,606**	**$3,045,070**	**$2,212,073**	**$2,198,004**	**$2,689,716**	**$2,846,381**
New Brunswick's Annual Cost Advantage		**$282,464**	**($550,533)**	**($564,601)**	**($72,890)**	**$83,775**
		10.2%	**-19.9%**	**-20.4%**	**-2.6%**	**3.0%**

Details and Assumptions	New Brunswick	Halifax	Montreal	Toronto	Edmonton	Vancouver
Wages & salaries						
Clerk 1's (telemarketers)	40	40	40	40	40	40
Annual salary	$16,174	$16,280	$18,066	$18,572	$16,255	$18,145
Clerk 3's (supervisors)	2	2	2	2	2	2
Annual salary	$20,365	$20,282	$23,320	$22,470	$21,871	$23,611
Clerk 5's (manager)	1	1	1	1	1	1
Annual salary	$25,804	$24,787	$26,687	$28,344	$28,744	$27,621
Typist 1's	1	1	1	1	1	1
Annual salary	$16,184	$16,184	$18,059	$20,097	$17,200	$19,004
Rent						
Square Feet Required	2100	2100	2100	2100	2100	2100
Cost/Square Foot	$14.00	$19.95	$21.00	$22.50	$21.30	$21.50

Footnotes

A>Statistics from the Public Service Staff Relations Board.
B>Based on all electric service using 40 KW - 10,000 KWH/Mon.
C>Based on 4,000 hours/month of calls.

APPENDIX 2

TELECOMMUNICATION COSTS

TWO SCENARIOS:

	SCENARIO 1
Atlantic	12%
Central	60%
Western	28%
TOTAL	100%

	SCENARIO 2
Atlantic	8%
Central	70%
Western	22%
TOTAL	100%

SCENARIO 3 (not costed as not perceived likely)

Atlantic	
Central	45
Western	
Total	100

Telemarketing Rate Comparisons

800 Service

Mkt.	St.Johns	Hlfx.	Mont.	Tor.	Winn.	Edm.	Vanc.	Mct.
Atlantic								
45%								
60%	$ 21128	$ 12503	$ 22275	$ 23242	$ 24799	$ 24775	$ 29923	$ 11100
70%	14154	8347	14891	15537	16981	16964	20003	7664
Central								
45%								
60%	148664	150768	50144	39424	107670	104096	149559	92437
70%	173504	175961	58525	46029	125029	120879	174549	107341
Western								
45%								
60%	74246	77132	54327	54273	44156	34615	42039	46306
70%	58233	60497	42610	42568	35339	28266	32658	37009
National								
45%								
60%	256979	262887	153182	141408	168014	162759	224421	148095
70%	259658	266972	146386	132703	169805	166200	229462	150268
USA								
45%								
60%	9993	9815	8268	8260	9547	8923	8060	9305
70%	9993	9815	8268	8260	9547	8923	8060	9305
TOTAL								
45%								
60%	266973	272702	161450	149668	177562	171682	232481	157400
70%	269651	276787	154654	140963	179353	175123	237522	159573
Atl. & West								
45%								
60%	95374	89635	76602	77515	68955	59391	71962	57406
70%	72387	68845	57501	58104	52319	45230	52661	44673

Telemarketing Rate Comparisons

800 - Single Number Service

Mkt.	St.Johns	Hlfx.	Mont.	Tor.	Winn.	Edm.	Vanc.	Mct.
Atlantic								
45%								
60%	$ 21128	$ 12503	$ 17870	$ 23221	$ 24799	$ 24775	$ 29923	11100
70%	14154	8348	15552	15536	16981	16964	20003	7665
Central								
45%								
60%	148269	144890	48390	39649	124203	104096	146282	92437
70%	163959	93711	46217	46171	125029	120879	170607	107341
Western								
45%								
60%	74246	77133	54328	54273	44294	34615	39358	46668
70%	58233	56033	42611	42568	35339	28266	30941	36827
National								
45%								
60%	256979	235014	117253	113803	156060	163563	215328	148095
70%	245525	238311	110984	104258	169805	166200	221611	150268
USA								
45%								
60%								
70%								
TOTAL								
45%								
60%								
70%								
Atl. & West								
45%								
60%	95375	89636	72198	77494	69093	59391	69280	57768
70%	72387	64381	58163	58105	52319	45230	50944	44492

Telemarketing Rate Comparisons

Outbound Calling

Mkt.	St.Johns	Hlfx.	Mont.	Tor.	Winn.	Edm.	Vanc.	Mct.
Atlantic								
45%								
60%	$ 14467	$ 9583	$ 16086	$ 16471	$ 19579	$ 18298	$ 19287	9670
70%	10334	6528	11112	11378	13526	12641	13254	6587
Central								
45%								
60%	92662	103985	35180	27797	96964	90621	95519	93315
70%	108305	121880	41241	32750	113654	106219	111961	108833
Western								
45%								
60%	48079	49254	38681	38642	35615	30206	27224	45254
70%	36843	37748	29643	29613	28661	23239	21004	35593
National								
45%								
60%	173191	175518	102557	101418	162156	147198	146184	148576
70%	169304	172991	95429	91449	155760	142543	147491	151036
USA								
45%								
60%	11133	8810	9396	9279	10529	9940	9740	8269
70%	11133	8810	9396	9279	10529	9940	9740	8269
TOTAL								
45%								
60%	173191	175518	111953	105432	162156	147198	151788	156845
70%	169304	172991	103224	93760	155760	142543	147491	159305
Atl. & West								
45%								
60%	89988	81172	64022	64563	61171	64043	46781	55658
70%	47177	44276	40755	40992	42188	35880	34258	42610

APPENDIX 3

LABOUR COSTS

3. ADMINISTRATIVE SUPPORT CLASSES

CLERK

Clerk 1

Under supervision, and following closely prescribed and detailed instructions, performs general clerical duties which are routine, repetitive and related. The work methods involved are simple and the work is checked by the supervisor. The services are primarily in one administrative support field and require the application of up to two sets of significantly different methods and procedures. There is little scope for independent action or decision required in the application of the prescribed or standardized office procedures or directives. In all positions at this level there is some requirement for showing other employees how to perform tasks or duties.

Clerk 2

Under supervision performs clerical duties which follow well defined methods and procedures and require little scope for independent action or decision in the application of the prescribed or standardized office procedures or directives. The duties performed are related to up to three fields of an administrative support nature or require the application of three or more sets of methods and procedures. Normally the work is subject to check by the supervisor.

Clerk 3

Under supervision performs clerical duties usually related to one administrative support field and which require the application of up to two sets of significantly different yet well established work methods and procedures. The work allows some scope for decisions to be made in accordance with readily understood rules and practices such as when recommending procedural changes or revising established procedures. Advice is available from the supervisor and portions of the work are subject to check. Some positions may require a significant supervisory responsibility but normally at this level supervision is restricted to showing other employees how to perform tasks or duties.

Clerk 4

Under general supervision performs clerical duties normally related to not more than three fields of an administrative support nature or requiring the application of three or more sets of methods and procedures. The work methods and procedures are normally well established and well defined in regulations, directives and manuals. The exercise of judgement is required when making decisions within the established guidelines and in accordance with established practice. Normally the work is subject only to spot checks. Supervisory responsibilities are often limited to showing other employees how to perform tasks or duties. For those positions with a definite supervisory requirement, there is a variety in the nature of the supervisory responsibility.

Clerk 5

Under general supervision performs clerical duties related to the supervision of from one up to four or more fields of an administrative support

BASIC SAMPLE

TABLE 3
RATE MEASURES - MAJOR REGIONS
MARCH 1, 1989

	NO. OF ORGS.	NO. OF EMPL.	MEAN $	D1 $	Q1 $	MEDIAN $	Q3 $	D9 $
CLERK 1								
ATLANTIC PROVINCES	9	83	16174	12984	14625	16150	18202	19187
QUEBEC	36	679	18730	14423	16068	18530	21460	22911
ONTARIO	58	711	18371	15424	16536	17884	19750	21457
PRAIRIES	29	651	16271	12691	13680	16560	18300	19949
BRITISH COLUMBIA	16	277	18255	14352	16725	17535	20466	22017
CLERK 2								
ATLANTIC PROVINCES	32	571	17395	14000	14900	16565	20160	20900
QUEBEC	55	2238	21752	16599	17940	21049	25737	26992
ONTARIO	83	3249	20064	16495	17661	19266	22501	24582
PRAIRIES	51	1552	20038	15704	17163	19604	22008	26690
BRITISH COLUMBIA	29	1015	20697	17500	19400	20124	21580	23824
CLERK 3								
ATLANTIC PROVINCES	42	1550	20365	16950	17850	19400	22589	24794
QUEBEC	64	5531	23752	19000	20350	23900	26988	28564
ONTARIO	90	11231	22483	19000	20050	21660	25103	26596
PRAIRIES	57	5128	22123	18100	19550	21938	24024	27515
BRITISH COLUMBIA	38	3661	23635	20150	21050	22860	25913	27773
CLERK 4								
ATLANTIC PROVINCES	34	1241	23039	19308	20452	22680	24406	28395
QUEBEC	56	6042	27400	22013	25550	27986	29016	31710
ONTARIO	84	10835	26275	21600	23175	27648	27986	30434
PRAIRIES	56	2447	25034	20079	21950	25030	27541	30742
BRITISH COLUMBIA	33	1619	25629	22258	22650	24400	28452	29734
CLERK 5								
ATLANTIC PROVINCES	12	119	25804	20800	23200	25200	29384	31967
QUEBEC	22	573	26810	23556	24500	25950	27690	32048
ONTARIO	40	1336	28140	23985	25367	27000	30793	34105
PRAIRIES	24	388	28151	23250	25119	27600	30717	34043
BRITISH COLUMBIA	17	329	27871	24650	25325	26750	30199	32277

BASIC SAMPLE

TABLE 4
RATE MEASURES - METROPOLITAN AREAS
MARCH 1, 1989

	NO. OF ORGS.	NO. OF EMPL.	MEAN $	D1 $	Q1 $	MEDIAN $	Q3 $	D9 $
CLERK 1								
HALIFAX	5	22	16280	12552	13334	15250	19445	19445
MONTREAL	31	509	18066	14215	15900	16925	21049	22911
OTTAWA-HULL	16	108	17636	14659	16110	17542	19196	20419
TORONTO	38	487	18572	15600	16800	17884	19957	21851
WINNIPEG	15	269	14228	12206	12691	13380	14962	17342
CALGARY	14	172	17788	14500	15720	16920	19931	21803
EDMONTON	6	14	16255	13443	14308	15376	18433	19667
VANCOUVER	16	260	18145	14160	16700	17535	20466	22017
OTHER URBAN AREAS	40	560	18635	15451	16600	18300	20628	22115
CLERK 2								
HALIFAX	13	110	17494	14910	15749	16850	19521	20900
MONTREAL	44	1614	20752	16395	17500	19398	25355	26690
OTTAWA-HULL	28	500	19964	16439	17784	19583	21873	23427
TORONTO	52	1776	20080	16800	18000	19294	22501	23938
WINNIPEG	23	677	18971	15000	15888	18171	20832	25904
CALGARY	24	412	21277	17323	18546	20665	23551	26690
EDMONTON	23	205	19755	16185	17836	20000	21003	22310
VANCOUVER	24	901	20528	17450	19683	20124	21273	23824
OTHER URBAN AREAS	83	2430	20860	15600	17282	20160	24512	26992
CLERK 3								
HALIFAX	21	520	20282	17415	18213	19857	22589	22589
MONTREAL	51	4046	23320	18856	20025	22939	25849	28117
OTTAWA-HULL	39	1191	22422	18960	20000	21695	25849	26002
TORONTO	63	6519	22470	19100	20228	21725	24555	26181
WINNIPEG	30	1896	21677	17162	18824	22300	24456	26618
CALGARY	29	1327	23621	20227	21300	23106	25709	28347
EDMONTON	28	780	21871	18976	20350	21905	22899	24400
VANCOUVER	32	2651	23611	20150	21050	22700	26000	27773
OTHER URBAN AREAS	91	8171	22671	18236	19750	21619	25849	28117
CLERK 4								
HALIFAX	13	472	22505	19553	20713	22799	24406	24406
MONTREAL	47	4005	26674	21840	24425	27986	27986	30610
OTTAWA-HULL	33	1273	26309	22350	24200	27986	27986	28265
TORONTO	57	5796	25889	21650	23100	26600	27986	29901
WINNIPEG	32	775	23613	18356	20000	23868	26112	29727
CALGARY	26	689	27472	23150	24457	27780	30168	32100
EDMONTON	24	418	24504	20208	22250	24420	26325	28036
VANCOUVER	29	1239	25510	22258	22567	24410	28271	29734
OTHER URBAN AREAS	89	7517	26807	21129	23000	27986	29734	33219
CLERK 5								
HALIFAX	8	37	24787	21170	23150	24000	25830	30559
MONTREAL	19	533	26687	23556	24527	25950	27513	32048
OTTAWA-HULL	13	159	28343	24856	25650	27550	30872	32107
TORONTO	23	780	28344	24200	25763	27404	30989	33996
WINNIPEG	10	93	27068	22360	23250	24500	32629	34043
CALGARY	10	114	28991	25825	26300	27600	30424	32474
EDMONTON	9	89	28744	23900	26475	29795	31620	31620
VANCOUVER	13	229	27621	24831	25350	26750	29120	32232
OTHER URBAN AREAS	38	711	27648	23120	24400	26156	30415	34315

TYPIST, STENOGRAPHER, SECRETARY

Typist 1

Under close supervision, carries out a variety of typing assignments the subject matter of which normally contains common terminology of business and repetitive terms relative to a specialized function.

Typist 2

Under general supervision, carries out a variety of typing assignments the subject matter of which is characterized by difficult, specialized terminology, as in legal, medical, scientific or technical reports and correspondence.

Stenographer 1

Under close supervision, takes dictation and transcribes correspondence, reports and other matter from notes and transcribing machines. Subject matter of work normally contains common terminology of government business and repetitive terms relative to a specialized function.

Stenographer 2

Under general supervision takes dictation and transcribes notes containing difficult, specialized terminology as in legal, medical, scientific or technical reports and correspondence.

Secretary 2

Provides secretarial services to the manager of an organization responsible primarily for a single program with closely related activities. Duties generally are routine and repetitive and concern one subject matter area. Procedures are generally well established, but some initiative and judgement is required in locating relevant background material for incoming correspondence, making arrangements for meetings and conferences, redirecting callers and correspondence, and making travel arrangements.

Secretary 3

Provides secretarial services to the manager and staff of an organization responsible for several related administrative programs through several sub-units. Some of the duties are involved and there is a frequent requirement to obtain data and information in connection with the several related administrative programs carried out by the organization. There is a moderate degree of initiative and judgement required as guidance is not always available.

BASIC SAMPLE

TABLE 3
RATE MEASURES - MAJOR REGIONS
MARCH 1, 1989

	NO. OF ORGS.	NO. OF EMPL.	MEAN $	D1 $	Q1 $	MEDIAN $	Q3 $	D9 $
TYPIST ST-TYP 1								
ATLANTIC PROVINCES	3	27	16184	15260	15450	16410	16410	17126
QUEBEC	18	142	18354	15733	16371	17400	19553	23782
ONTARIO	21	157	19374	16300	17000	18400	20464	24602
PRAIRIES	15	141	17221	14424	15500	17148	18413	19921
BRITISH COLUMBIA	10	85	19029	17160	17688	18500	20208	21339
TYPIST ST-TYP 2								
ATLANTIC PROVINCES	10	181	18429	17072	17404	18036	18460	21134
QUEBEC	27	483	20487	17200	18600	21049	21400	23545
ONTARIO	31	685	21497	18000	19041	21268	23014	26984
PRAIRIES	15	344	19777	17288	17832	19489	21208	22645
BRITISH COLUMBIA	13	298	20293	18237	18794	20288	21682	22275
STENOGRAPHER ST-STN 1								
ATLANTIC PROVINCES	3	5	21772	*	*	*	*	*
QUEBEC	9	105	21155	17076	17076	20979	23862	25904
ONTARIO	9	79	22756	19506	20334	21998	25493	26497
PRAIRIES	6	160	19779	17136	18300	18300	21405	25323
BRITISH COLUMBIA	3	14	23560	20244	20244	24625	25442	25904
STENOGRAPHER ST-STN 2								
ATLANTIC PROVINCES	6	35	20881	16388	17072	20160	22556	28474
QUEBEC	12	160	22737	18636	21050	23204	24938	26074
ONTARIO	18	402	25034	21076	22589	24740	27805	29176
PRAIRIES	12	267	23916	20430	22140	23280	26136	28212
BRITISH COLUMBIA	9	104	22889	20736	20856	22675	24864	25400
SECRETARY SCY 2								
ATLANTIC PROVINCES	31	210	21326	18305	18765	19500	22406	29900
QUEBEC	65	1468	24863	20500	22250	23640	27485	30610
ONTARIO	82	2220	24171	20009	21351	23108	26256	30004
PRAIRIES	56	1272	22930	19272	20234	21950	24708	28100
BRITISH COLUMBIA	37	483	24184	21352	22104	23450	26830	28260
SECRETARY SCY 3								
ATLANTIC PROVINCES	32	242	23051	19711	20298	22152	24483	28513
QUEBEC	59	1173	28097	23263	25221	27485	30610	32249
ONTARIO	76	1988	26759	22650	24000	25844	28661	33052
PRAIRIES	48	846	26750	22704	23638	26500	28807	31504
BRITISH COLUMBIA	31	374	26030	22860	23508	25800	27768	29506

BASIC SAMPLE

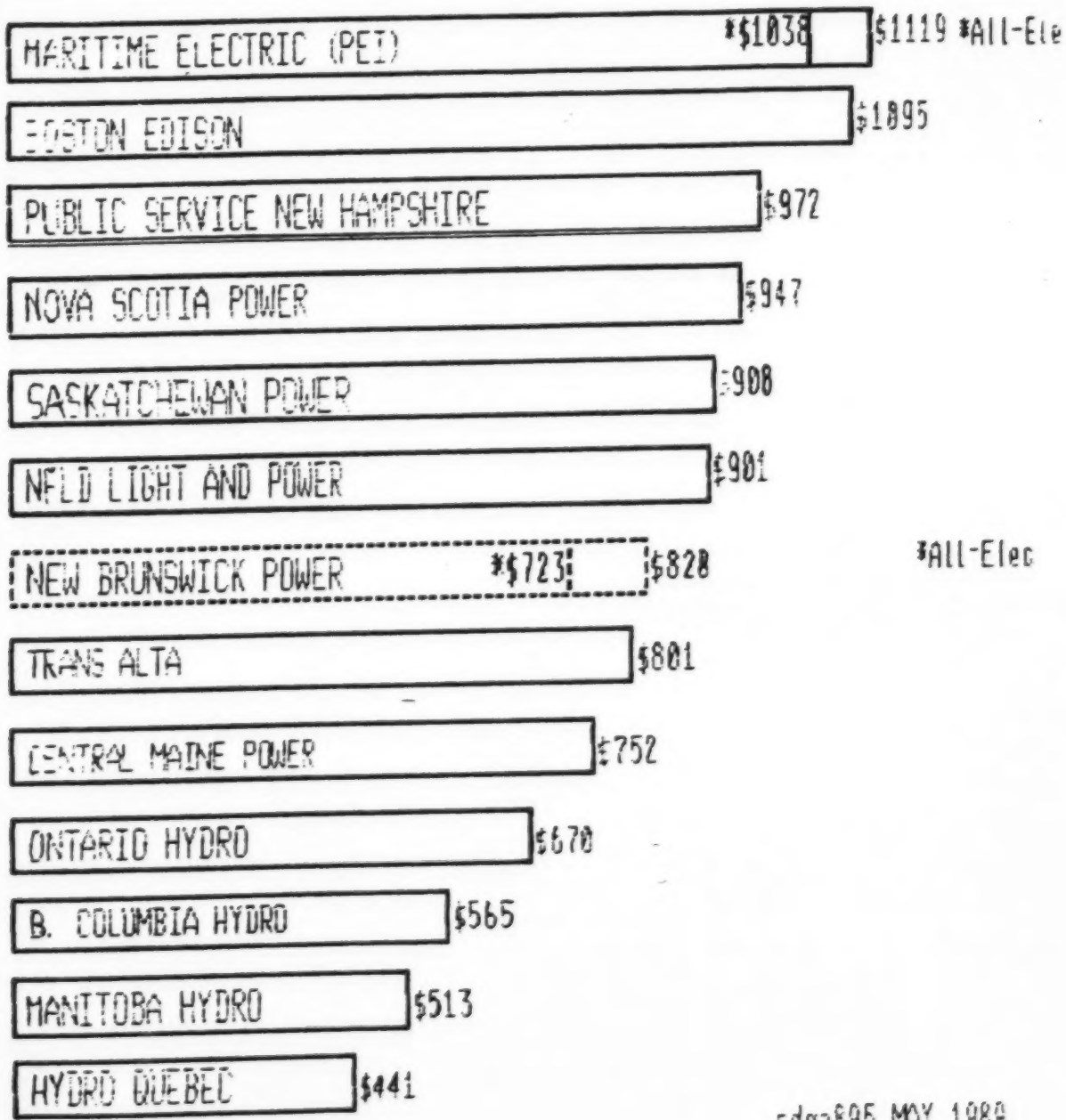
TABLE 4
RATE MEASURES - METROPOLITAN AREAS
MARCH 1, 1989

	NO. OF ORGS.	NO. OF EMPL.	MEAN $	D1 $	Q1 $	MEDIAN $	Q3 $	D9 $
TYPIST ST-TYP 1								
HALIFAX	*	*	*	*	*	*	*	*
MONTREAL	15	116	18059	15718	16285	17100	18717	24332
OTTAWA-HULL	5	10	17604	16030	16440	17300	18466	20490
TORONTO	13	96	20097	16700	17463	19213	21307	25981
WINNIPEG	10	96	16740	13944	14960	16207	18171	19604
CALGARY	6	25	18974	17300	17589	18203	19700	22677
EDMONTON	5	12	17200	14175	16119	17650	18480	19444
VANCOUVER	7	44	19004	16632	17325	18500	20627	23266
OTHER URBAN AREAS	20	150	18389	15760	16466	18073	19584	21337
TYPIST ST-TYP 2								
HALIFAX	4	18	19512	16485	18278	19450	21641	22589
MONTREAL	21	425	20283	17200	18700	20950	21049	22898
OTTAWA-HULL	7	40	20097	17623	18455	19783	22070	23036
TORONTO	19	392	21730	18500	19281	21075	23142	27368
WINNIPEG	7	155	19567	17184	17832	18744	20845	23249
CALGARY	6	64	20323	17910	18706	20288	21848	22589
EDMONTON	8	62	20084	17453	18588	20038	21488	23186
VANCOUVER	10	239	20271	18237	18300	20275	21682	22275
OTHER URBAN AREAS	35	596	20285	17350	17763	19452	22501	23938
STENOGRAPHER ST-STN 1								
HALIFAX	*	*	*	*	*	*	*	*
MONTREAL	7	63	20707	17076	17076	19530	25493	25904
OTTAWA-HULL	-	-	-	-	-	-	-	-
TORONTO	5	39	23550	21214	21214	22795	25904	25943
WINNIPEG	*	*	*	*	*	*	*	*
CALGARY	4	29	22139	19140	19999	21660	24687	25904
EDMONTON	*	*	*	*	*	*	*	*
VANCOUVER	*	*	*	*	*	*	*	*
OTHER URBAN AREAS	14	208	20124	17136	18300	19506	21699	23862
STENOGRAPHER ST-STN 2								
HALIFAX	3	7	22503	*	*	*	*	*
MONTREAL	10	124	21891	18636	20300	22556	23204	24336
OTTAWA-HULL	6	30	23856	21010	22463	23825	25763	26003
TORONTO	11	215	25566	21394	23340	25656	27948	29323
WINNIPEG	7	38	22141	18209	20333	22390	23628	26893
CALGARY	6	125	25122	21792	22925	24900	27117	28920
EDMONTON	4	21	22835	21036	22200	22556	23460	24290
VANCOUVER	7	80	22833	20736	20797	22675	24864	24864
OTHER URBAN AREAS	25	328	23860	19775	21413	23500	26074	28572
SECRETARY SCY 2								
HALIFAX	13	44	20322	18425	18863	20050	20475	23020
MONTREAL	52	1157	24554	20540	22250	23666	27485	29784
OTTAWA-HULL	28	424	23849	20290	21351	23352	25725	27969
TORONTO	58	1085	24654	20900	22000	23500	26991	30004
WINNIPEG	27	299	21071	17836	19256	19984	22956	25400
CALGARY	33	354	24935	21498	22550	24318	26520	30192
EDMONTON	19	117	23980	20520	21938	24063	24145	29900
VANCOUVER	31	331	24278	21270	22675	23450	26760	28260
OTHER URBAN AREAS	79	1842	23535	19113	20450	22104	25766	30704
SECRETARY SCY 3								
HALIFAX	15	39	24047	20129	21900	23270	26823	28404
MONTREAL	45	960	27750	23115	25002	27485	30610	32249
OTTAWA-HULL	26	289	26671	22600	24724	26424	28525	30800
TORONTO	52	1157	26742	23261	24450	26100	28572	31472
WINNIPEG	20	146	24305	18887	21494	25000	26525	28869
CALGARY	24	424	28341	24450	26319	27660	30240	32148
EDMONTON	18	73	26889	22746	24348	25200	30400	33744
VANCOUVER	27	257	26616	23371	24944	26800	28271	30036
OTHER URBAN AREAS	82	1278	26217	20911	23112	24400	29028	34368

APPENDIX 4

ELECTRICITY RATES

GENERAL SERVICE CUSTOMER COST ($)
CANADA AND EASTERN U.S.A.
40 KW - 10,000 KWH PER MONTH



sdga895 MAY 1989

$1US=$1.18CDN

APPENDIX 5

NON-COSTED FACTORS REVIEWED

NON-COSTED FACTORS WHICH WERE REVIEWED

LABOUR RELATED

- Available labour pool
- Education levels
- Bilingual/Multilingual capability
- Stability - strikes, etc.
- Stability - turnover
- Productivity
- Neutral accents
- Training courses

TELEPHONE RELATED

- State of the art facilities
- Emerging services (eg. regionalized single number 800 service)
- Reliability of service
- Flexibility of service
- Speed of adding lines
- Deregulation

OTHER

- Quality of life (commuting, crime, recreation, schools)
- Cost of living (housing)
- Established telemarketing centres
- Quality of other utilities
- Land/building/equipment costs
- Time zone considerations
- Location of firm head office
- Logistics (parking, security, urban transport)
- Postal costs/courier service
- Physical transportation infrastructure (air, road, rail, water)
- Marketing services
- Translation services
- Data processing services